

# **Arrowhead Juvenile Center**

## **2002 Treatment Analysis**

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**Agency Contact:**

**Kathy Trihey, Superintendent  
1918 Arlington Avenue North  
Duluth, MN 55811  
218-722-7776**

## Arrowhead Juvenile Center 2002 Treatment Analysis Executive Summary

During 2002, 149 juveniles were placed in an Arrowhead Juvenile Center treatment program a total of 178 times. Participant demographics were collected and short- and long-term programs were evaluated to measure effectiveness of programming and services

### Participant Characteristics

- The majority of youth were male, white, between 16-18 years old and from Duluth
- 88% were male (13% female); 73% were white and 20% were Native American; the average age at intake was 15.7
- 54% were assessed as having a high or very high risk to re-offend
- 31% had a felony adjudication before the age of 15
- YLS results suggest that areas to be addressed include peer associations, leisure/recreation deficits, and family/parenting issues
- Females were more likely to be of color than boys and more likely to have a lower risk level than boys

### Program Characteristics

- 6,481 bed days were used during 2002 with an average daily population of 18.7
- 68% of intakes were for long term placements and 32% were for short term placements
- Fewer youth were placed but for longer periods of time than in 2001

### Outcomes

- 59% of placements resulted in a new adjudication/conviction
- 44% occurred in the first three months
- 25% of placements resulted in a new felony offense
- The majority of new felony offenses were non-person
- Felony recidivism remained stable from 2001 to 2002
- Over 80% of cognitive skills, anger management, or sex offender program participants rated the programs as much better or better than other programs.

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## Participant Characteristics

### Highlights

- The typical treatment client was from Duluth, male, white, and 16-18 years old.
- Youth of color were over-represented in placement.
- There was an increase in the use of placements by North St. Louis County (Virginia and Hibbing) and a decrease by Duluth from '01 to '02.

### Future Directions...

- AJC should articulate how the ethnically diverse population is currently being served and identify ways to enhance existing services.

During 2002, 149 juveniles were placed in an Arrowhead Juvenile Center (AJC) treatment program a total of 178 times. Fifteen placements began in 2001 and carried over into 2002 and were included in the analysis. The majority was male (87%) and white (73%) and the average age of participants was 15.7. The majority of clients (42%) were from Duluth. According to the 2000 Census<sup>1</sup>, ninety-two (92%) of youth residing in ARC counties between 10 to 19 years old were white, indicating an over-representation of youth of color in placement.

There was a growth in use by North St. Louis County and drop by South St. Louis County during 2001.

Demographics		2002 (Clients = 149)	2001 (Clients = 149)
Gender	Male	87% (129)	83% (123)
	Female	13% (20)	17% (26)
Ethnicity	White	73% (109)	72% (101)
	Nat Am	20% (29)	20% (27)
	Af Am	7% (10)	7% (12)
	Hisp	1% (1)	1% (1)
	Unk	--	8
Age at Placement	12-13	9% (13)	7% (10)
	14-15	28% (41)	26% (38)
	16-18	64% (95)	68% (101)
	Average	15.7	15.9
County of Origin	So. St. Louis	42% (62)	49% (73)
	No. St. Louis	38% (57)	30% (44)
	Carlton	14% (21)	11% (17)
	Koochiching	2% (3)	2% (3)
	Lake	1% (2)	3% (5)
	Cook	0	1% (2)
	Itasca	3% (4)	3% (5)

<sup>1</sup> Minnesota Planning Department (www.mnplan.state.mn.us)

## Participant Characteristics (Risk)

### Highlights

- 54% of 2002 AJC youth were assessed with a high or very high risk to re-offend.
- Youth admitted to AJC first entered the court system as young as 8 years old with an average age of 12.7.
- 72% were adjudicated with a felony prior to entering placement.
- 31% had been adjudicated with two or more felonies prior to placement.
- 37% had been adjudicated with a felony before they were fifteen years old.
- No differences were found in the risk from '01 to '02.

Fifty-four percent were assessed as having a high or very high likelihood of re-offending. The average age of the first offense was 12.7 and 72% had a felony adjudication prior to placement. Thirty-one percent had two or more prior felonies and thirty-seven percent were adjudicated as a felon before the age of fifteen.

Risk levels remained stable from 2001 to 2002.

Demographics		2002 (Clients = 149)	2001 (Clients = 149)
Age at First Offense*	8-10	11% (16)	NA
	11-12	39% (57)	NA
	13-14	31% (45)	NA
	15-16	16% (23)	NA
	17	3% (4)	NA
	Average	12.7	NA
Prior Felony Adjudication	Yes	72% (105)	73% (106)
	No	28% (40)	27% (43)
Age of First Felony* (prior to placement)	No prior felony	28% (40)	NA
	10-12	12% (18)	NA
	13-14	25% (36)	NA
	15-16	28% (40)	NA
	17	8% (11)	NA
	Average	14.3	
Total Prior Felonies*	No prior felony	28% (40)	NA
	1	41% (60)	NA
	2-3	19% (28)	NA
	4+	12% (17)	NA
Risk Level*	Low (0-8)	3% (4)	6% (7)
	Moderate (9-22)	43% (55)	38% (45)
	High (23-34)	48% (62)	50% (61)
	Very High (35-42)	6% (8)	6% (7)
	No LSI	20	29

\*No prior data was available for per diem clients from Itasca County in 2002 (4) and 2001 (5).

'Prior' felony includes a current felony that led to placement.

## Participant Characteristics (Youth Level of Service Inventory)

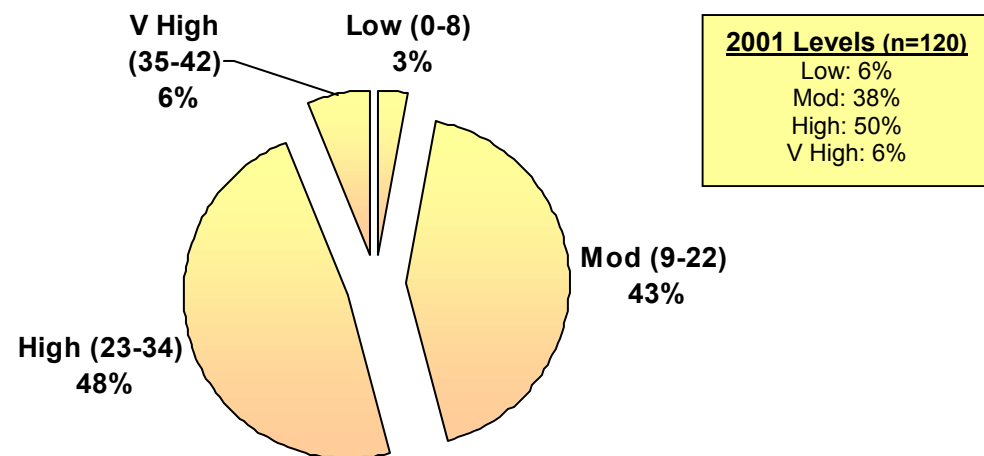
### Highlights

- 54% of clients were identified as having a high or very high risk to re-offend.
- Results include assessed youth in short-term placement.
- No differences were found with clients admitted in 2001.

ARC youth are assessed for risk using the Youth Level of Service Inventory<sup>2</sup> (YLS). The YLS is a risk assessment and case management tool used by the probation department to determine appropriate juvenile services and possible juvenile placement. The completed assessment is sent with the juvenile to AJC and used by corrections staff to deliver appropriate services.

One hundred twenty-nine (89%) juveniles were assessed prior to entering AJC. Of this group, 54% were identified as high or very high risk to re-offend (and 3% were assessed as low risk). While 54% may seem like a low number of higher risk youth in a high security placement, it is important to remember that these results are based on the entire AJC treatment population including short-term placements. Other factors may also contribute to the decision to place, including prior offense history and severity of current offense. No differences were found with clients placed in 2001.

### YLS Risk Level for 2002 AJC Treatment Youth (n=129)



## Participant Characteristics (Youth Level of Service Inventory)

### Highlights

- The top three risk areas for youth included relations with anti-social peers, lack of leisure/recreation activities, and issues with family/parenting.

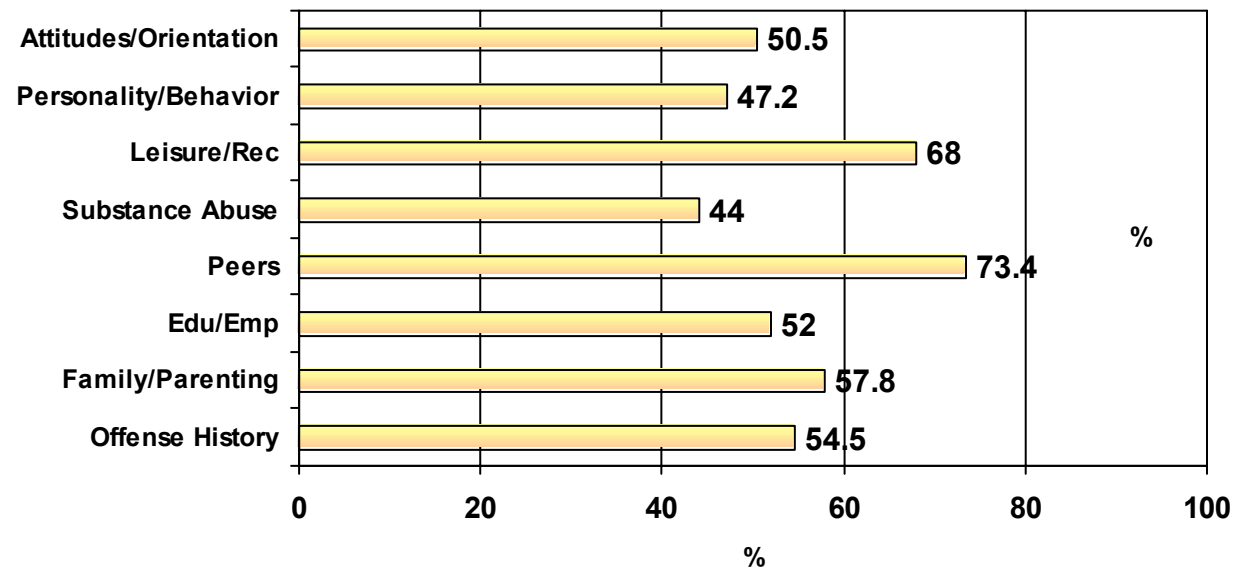
### Future Directions...

- AJC should use YLS data to identify additional services related to reducing negative peer relations, leisure/recreation deficits, and family/parenting deficits in order to reduce youth risk to re-offend.
- AJC should work with Court & Field to develop an electronic method to capture YLS data and case management notes in a single document in an effort to directly link services with needs.

The YLS is comprised of eight domain areas including: offense/disposition history, family/parenting, education/employment, peer relations, substance abuse, leisure/recreation, personality/behavior, and attitudes/orientation. By looking at the individual domain areas, AJC can focus broadly on the overall needs of their clients.

According the inventory results, the main areas of concern included peer relations (73.4% of all available items were checked), leisure/recreation (68%) and family/parenting (57.8%).

**YLS Domain Areas for 2002 AJC Treatment Clients (n=129)**



## Participant Characteristics (Gender Comparisons)

### Highlights

- Females were more likely to be Native American than males.
- Females placed were younger than males.
- Females were found to have a much lower risk to re-offend than males.
- Females placed in 2002 were younger and assessed at a lower risk than females placed in 2001.

### Future Directions...

- AJC should explore reasons associated with the fact that over 65% of female clients placed in this high security facility were assessed as low to moderate risk to re-offend.
- AJC should articulate how it serves the large Native American makeup of its female youth.

Females placed in 2002 were more likely to be of color (specifically Native American) and younger than males. Males and females were equally likely to have a prior felony and equally likely to have been adjudicated before they were fifteen years old. According to the YLS, males were more likely to be high or very high risk to re-offend (57% compared to 35%).

While similar ethnicity trends were found in youth placed in 2001, the gender gap in age at placement and risk level was much smaller. It appears that females placed in 2002 younger and lower risk than in 2001.

Demographics (x Gender)		Male (n=129)	Female (n=20)	2001 M/F
Ethnicity	White	74% (96)	65% (13)	73% / 64%
	Native American	18% (23)	30% (6)	18% / 24%
	African American	7% (9)	5% (1)	8% / 12%
	Hispanic	1% (1)	0	1% / 0
Age at Placement	12-13	8% (10)	15% (3)	7% / 4%
	14-15	26% (34)	35% (7)	24% / 35%
	16-18	66% (85)	50% (10)	69% / 62%
Felony Adjudication Prior to Age 15	Under 15	36% (47)	35% (7)	NA
	Over 15	34% (44)	35% (7)	NA
	No prior felony	29% (38)	30% (6)	NA
Risk Level*	Low (0-8)	3% (3)	6% (1)	5% / 9%
	Moderate (9-22)	40% (45)	59% (10)	38% / 39%
	High (23-34)	50% (56)	35% (6)	52% / 45%
	Very High (35-42)	7% (8)	0	5% 9%
	No LSI	17	3	25 / 4

\*No prior data was available for per diem clients from Itasca County in 2002 (4) and 2001 (5).



## Program Characteristics

### Highlights

- AJC provides long term (30+ days) and short term (less than 30 days) programming for males and females.
- There was an increase in the number of long-term intakes over short-term intakes from 2001 to 2002.

### Future Directions...

- While it is encouraging to see that AJC and Court and Field are working together to use AJC more often for long term placement in an effort reduce the use of external long term placements, it remains critical that reasons for long term placements be examined to ensure that juveniles receive appropriate services in the most cost effective manner possible.

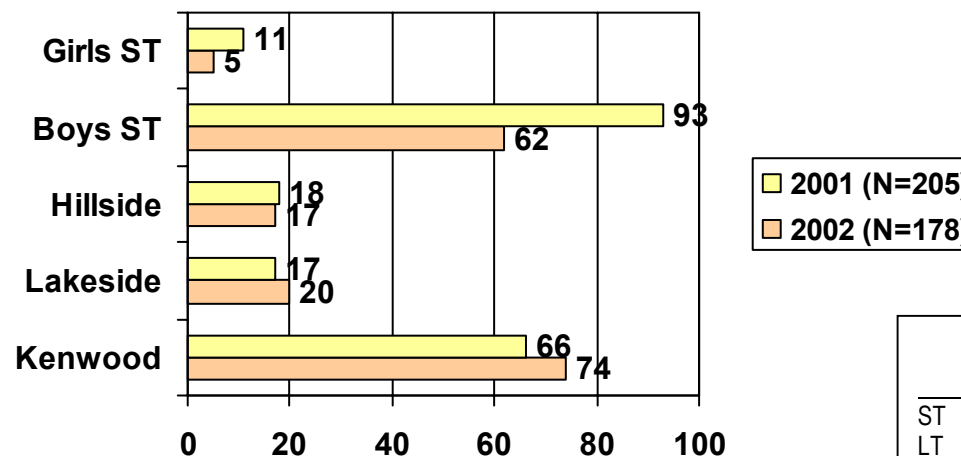
AJC provides three types of residential treatment: short-term, long-term, and sex offender long-term.

Treatment programming is categorized into five groups<sup>3</sup>:

- **Kenwood: 30+ day boys programming**
- **Lakeside: 120-day male sex offender programming**
- **Hillside: 30+ day girls programming**
- **Boys (and Girls) Short Term: Under 30-day programming (Mainly designed for boys but available for girls when needed)**

Juveniles were placed in AJC treatment programs in 2002 a total of 178 times representing a drop from 205 intakes in 2001. It appears that part of the reason may be due to the fact that fewer short-term placements and more long-term placements occurred in 2002, which likely reflects a trend by AJC and Court and Field to place more clients in AJC long-term treatment in lieu of external placement agencies as a cost saving measure.

**AJC Intakes by Program (2002 & 2001)**



% Intakes		
	2001	2002
ST	51%	38%
LT	49%	62%

## Program Characteristics

### Highlights

- Lakeside and girls short-term clients were more likely to be younger than youth in other programs.
- Over 60% of youth in short-term programs were assessed with low to moderate risk to re-offend.
- While almost 70% of boys in long-term programming were assessed as high to very high risk to re-offend, only 40% of girls in similar programming were assessed as such.

The table below provides data on selected client characteristics of the various treatment programs. Girls short-term and Lakeside youth (male sex offender) were more likely to be younger than clients served in the other treatment programs. Over 60% of males and females in short-term programming were assessed as low to moderate risk to re-offend. This is not surprising as short-term programming is designed to be used as a sanction, typically for offenders who have been involved in the criminal justice system for less time than offenders placed in longer-term facilities. That being said, it should be noted that over 60% of girls in long-term programming were assessed as low to moderate risk to re-offend.

2002 Program (# Intakes)		Kenwood (74)	Lakeside (20)	Hillside (17)	Boys ST (62)	Girls ST (5)
Gender	Male	100% (74)	100% (20)	0	100% (62)	0
	Female	0	0	100% (17)	0	100% (5)
Ethnicity	White	70% (52)	85% (17)	65% (11)	76% (47)	60% (3)
	Native Am	22% (16)	5% (1)	29% (5)	19% (12)	40% (2)
	Afr Am	8% (6)	10% (2)	6% (1)	3% (2)	0
	Hisp	0	0	0	2% (1)	0
Age	12-13	1% (1)	30% (6)	12% (2)	11% (7)	20% (1)
	14-15	28% (21)	30% (6)	35% (6)	24% (15)	40% (2)
	16-18	70% (52)	40% (8)	53% (9)	65% (40)	40% (2)
YLS	Low (0-8)	2% (1)	6% (1)	6% (1)	4% (2)	0
	Mod (9-22)	29% (20)	38% (6)	56% (9)	58% (32)	67% (2)
	High (23-34)	59% (40)	50% (8)	38% (6)	35% (19)	33% (1)
	V High (34-42)	10% (7)	6% (1)	0	4% (2)	0
	Unk	6	4	1	7	2

## Program Characteristics

### Highlights

- 178 placements occurred in 2002 for a total of 6,481 days (7,799 days including carry over from 2001 and 2003).
- The Lakeside program (male sex offender) placements lasted an average of 112 days followed by 55 days for male and female long-term programs.
- There was a large drop in the number of intakes and slight drop in days of care from 2001 to 2002.

### Future Directions...

- AJC should explore why it appears that the use of boys short term programming decreased while long term programming increased even though risk scores remained stable.
- AJC should define optimal bed day usage.

During 2002, 178 intakes accounted for 6,481 bed days from 1/1/2002 to 12/31/2002 (and 7,799 days including carry over days from 2001 and 2003). Kenwood accounted for the greatest number of bed days used. The average length of stay was the longest for Lakeside (112) followed by Kenwood and Hillside (55 for both). Duluth (South St. Louis County) utilized the largest percentage of bed days (44%). As in prior years, AJC continues to be underutilized.

There was a large drop in the total number of intakes and a slight drop in the total bed days used during 2002 compared to 2001 indicating that fewer youth are being placed at AJC but for longer periods of time.

Office (# Intakes)	Days of Care 1/1 – 12/31/02 (Avg)	DOC Incl Carry Over in '01/'03 (Avg)	Kenwood 8-bed	Lakeside 6-bed	Hillside 4-bed	Boys ST 4-bed	Girls ST 2-bed
<b>Average Daily Pop 2002</b>	<b>18.7 ADP</b>	<b>-----</b>	<b>9.2 ADP</b>	<b>4.6 ADP</b>	<b>2.4 ADP</b>	<b>1.5 ADP</b>	<b>.11 ADP</b>
<b>So. SLC (75)</b>	2,931 (39)	3,750 (50)	2,294 (59)	755 (126)	498 (62)	192 (9)	11 (11)
<b>No. SLC (66)</b>	2,202 (33)	2,640 (40)	1,002 (53)	925 (103)	430 (48)	252 (10)	31 (10)
<b>Carlton (27)</b>	698 (26)	705 (26)	606 (47)	0	0	99 (7)	0
<b>Lake (2)</b>	8 (4)	9 (5)	0	0	0	6 (6)	3 (3)
<b>Cook (0)</b>	0	0	0	0	0	0	0
<b>Kooch (3)</b>	140 (47)	140 (47)	140 (47)	0	0	0	0
<b>Itasca (5)</b>	502 (100)	555 (111)	0	555 (111)	0	0	0
<b>Total (178)</b>	6,481 (avg = 36)	7,799 (avg = 43.8)	4,042 74 plcts (55)	2,235 20 plcts (112)	928 17 plcts (55)	549 62 plcts (9)	45 5 plcts (9)
<b>2001 (205)</b>	6,591 (avg = 32)	7,458 (avg = 36)	3,676 66 plcts (56)	1,987 17 plcts (117)	981 18 plcts (55)	732 98 plcts (8)	82 11 plcts (7)

# Recidivism

## Highlights

- Recidivism was defined as any non-traffic offense occurring after ischarge resulting in an adjudication, conviction, or admission of guilt.
- 59% of placements resulted in a new offense.
- 24% of placements resulted in a new felony offense.
- 44% of the first new offenses occurred within three months of discharge.
- There was drop in recidivism from 69% in 2001 to 59% in 2002, however, the incidence of new felonies remained stable.

## Future Directions...

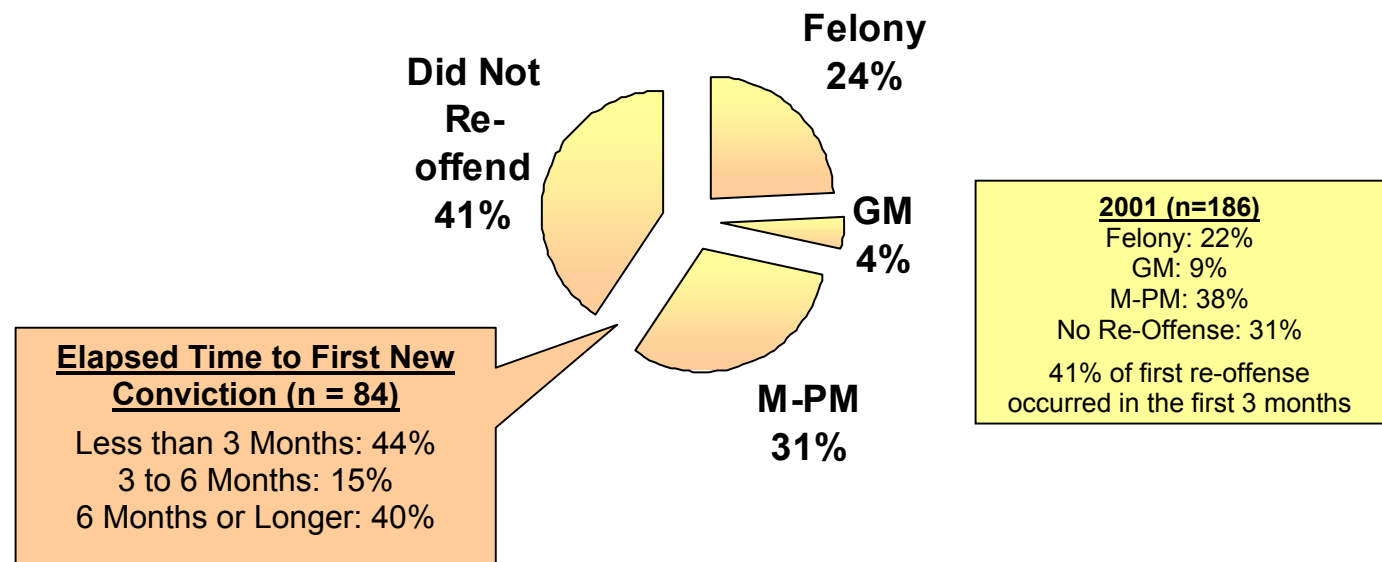
- AJC should explore the possible impact of providing interventions during the first three months after discharge.

To determine recidivism rates, re-offense information was collected on November 22, 2003 using CSTS in all ARC Counties. Any new non-traffic (but including DUI) occurring after placement and resulting in an adjudication, conviction or admission of guilt (i.e., diversion) was included in the recidivism calculation.

A total of 141 placements were analyzed. To be included in the analysis, only those placements associated with ARC youth (per diem youth were excluded) with a discharge date at least one year prior to the offense analysis were considered.

Of the 141 placements analyzed, fifty-nine percent resulted in a new offense representing a drop from 69% in 2001. However, the incidence of new felonies remained stable with 24% in 2002 and 22% in 2001. Forty-four percent of the first new offenses occurred within three months of placement discharge.

## Highest Re-offense Resulting in Conviction AJC 2002 (n=141)



# Recidivism

## Highlights

- While 25% of placements resulted in a new felony offense, 48% of youth assessed were found to have a high to very high risk to re-offend.
- Boys in long term had the highest overall recidivism rate and highest felony recidivism rate.

## Future Directions...

- Although the high recidivism rate for long term boys can be understood in the context of the overall higher risk levels, AJC should articulate existing practices and explore/adopt new practices that address the high levels of risk.
- AJC should explore national and state recidivism levels in order to develop realistic internal targets.

Although 25% of placements resulted in a new felony offense, it should be viewed in light of the fact that almost 50% of youth in those placements who were assessed had a high or very high risk to re-offend.

Boys in long-term placement had the highest overall re-offense rate (77%) as well as the highest felony re-offense rate (37%). While these rates are high, 63% of youth in those placements who were assessed had a high or very high risk to re-offend.

Placement Type		No Re-offense	YES M-PM	YES GM	YES F-Non	YES F-Per*	YLS % High/V High Risk
Short Term	Male (56)	46% (26)	36% (20)	2% (1)	13% (7)	4% (2)	39% (19)
	Female (5)	40% (2)	20% (1)	20% (1)	20% (1)	0	33% (1)
Long Term	Male (56)	23% (13)	36% (20)	4% (2)	32% (18)	5% (3)	63% (33)
	Female (13)	62% (8)	15% (2)	8% (1)	15% (2)	0	33% (4)
Sex Offender (11)		73% (8)	9% (1)	9% (1)	9% (1)	0	40% (4)
Total (N=141)		41% (57)	31% (44)	4% (6)	21% (29)	4% (5)	48% (61)

\* Person offenses: Assault, Homicide, Kidnapping, Sex-Related, Robbery

### 2001 Felony Re-offense

ST Male: 22%    LT Male 25%    SO Male: 0  
ST Fem: 30%    LT Fem: 12%

## Internal Programming

Youth are placed in one of five programs (Kenwood, Lakeside, Hillside, Boys Short Term, Girls Short Term) and participate in a variety of individual and group activities. Youth in long-term programs participate in a weekly Anger Management group and a semi-weekly cognitive skills group (Reasoning & Rehabilitation or Thinking for a Change). Youth in the sex offender program also participate in these groups as well as programming specific to their sexual offending behavior. Short-term youth may participate in group work, however, this is not a typical practice.

An evaluation process has been in place for several years and is designed to assess the effectiveness of these groups (cognitive skills, anger management, and the sex offender program) via specific pre/post testing. Major results will be presented.<sup>4</sup>

Below are some selected program characteristics of group participants.

Participant Characteristics		TFC	R&R	Ang Mgt	Sex Off
Treatment Group	Kenwood (74)	4 (12%)	60 (97%)	66 (64%)	0
	Lakeside (20)	13 (38%)	0	16 (15%)	13 (100%)
	Hillside (17)	16 (47%)	0	17 (16%)	0
	Boys ST (62)	0	2 (3%)	4 (4%)	0
	Girls ST (5)	1 (3%)	0	1 (1%)	0
Gender	Male	17 (50%)	62 (100%)	86 (83%)	13 (100%)
	Female	17 (50%)	0	18 (17%)	0
Ethnicity	White	25 (74%)	46 (74%)	74 (71%)	10 (77%)
	Nat Am	5 (15%)	11 (18%)	21 (20%)	1 (8%)
	Af Am	4 (12%)	5 (8%)	9 (9%)	2 (15%)
Risk Level	Low	1 (4%)	0	2 (2%)	1 (9%)
	Moderate	15 (54%)	16 (28%)	33 (32%)	4 (36%)
	High	11 (39%)	37 (65%)	52 (50%)	5 (46%)
	Very High	1 (4%)	4 (7%)	6 (6%)	1 (9%)
Days of Care	LT 30 days	3 (9%)	3 (5%)	7 (7%)	2 (15%)
	30-89 days	19 (56%)	54 (87%)	75 (72%)	2 (15%)
	90+ days	12 (35%)	5 (8%)	22 (21%)	9 (70%)

## Internal Programming - Cognitive Skills

### Highlights

- 90% or more of cognitive skills participants reported their group experience as much better or as good as other programs.
- Participants most often reported making substantial improvements in thinking about problems and least often reported improvements in patience and tolerance of self and others.

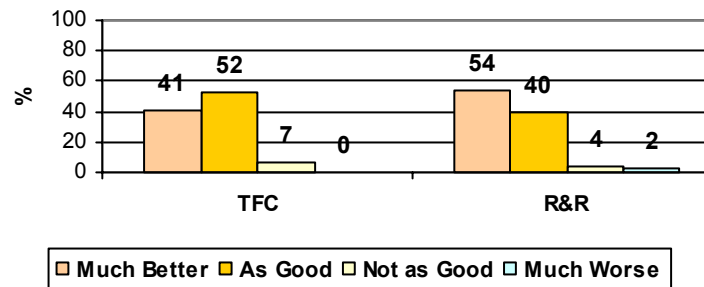
### Future Directions...

- The current assessment tool used to measure attitude change among cognitive skill participants should be validated before using results to measure program effectiveness.

A sixteen-item scale (designed internally) was administered to assess cognitive changes in the Reasoning & Rehabilitation and Thinking for a Change groups. Due to the fact that the tool has not been validated, it is recommended that results should not be reported until the scale is validated.

When asked to rate their experiences, most participants reported that the AJC cog groups were much better or as good as other programs. Participants reported making substantial improvements in a variety of areas – most often with thinking about problems and least often with patience and tolerance of self and other.

**Participant Self-Ratings**



Participants reported making substantial improvements in...	% TFC (N=34)	% R&R (N=62)
Conversations with friends and others	57%	49%
Controlling anger and other emotions	89%	61%
Handling stress more effectively	50%	44%
Thinking about problems	82%	86%
Not jumping to conclusions	57%	76%
Setting goals and planning life more effectively	68%	61%
Considering others' perspectives and why they react	64%	49%
Patience and tolerance of self and others	54%	39%
Ability to make better choices	75%	63%
Feeling better about self	64%	46%

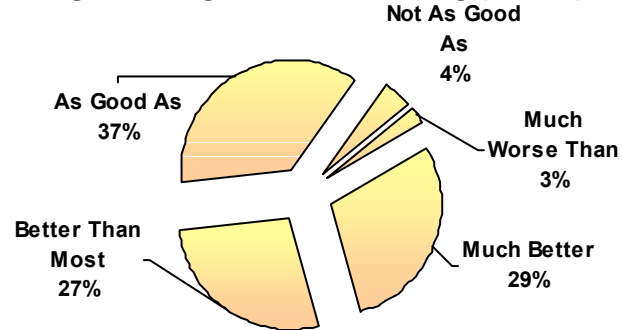
## Internal Programming - Anger Management

### Highlights

- 87% of participants rated their experience in Anger Management as much better, better, or as good as other programs.
- Participants reported improvement in a variety of areas related to their physical and emotional well-being, as well as their self-concept.

Eighty-seven percent of participants rated the Anger Management group as much better, better, or as good as other programs and identified many areas of improvement.

**Anger Management Self-Rating (N=113)**



**Describe Yourself (N=132)**

IMPROVEMENT			NO IMPROVEMENT
<u>Physical</u> Stomach Trouble Tired Nightmares Drug Abuse Alcohol Use Relaxation Sleepy Insomniac Energetic  <u>Emotional</u> Stressed Depressed Lonely Insecure	<u>Emotional (cont)</u> Unhappy Angry Fearful Suicidal Calm  <u>Self-Concept</u> Polite Decisive Temperamental Out of Control Ambitious Educated Shy Outgoing	<u>Self-Concept (cont)</u> Successful Respectful Thoughtful Abused (recognition) Work	<u>Physical</u> No Appetite Headaches  <u>Emotional</u> Nervousness Guilty Sexual  <u>Self-Concept</u> Friendly Powerful Social Self-controlled



## Internal Programming - Sex Offender Program

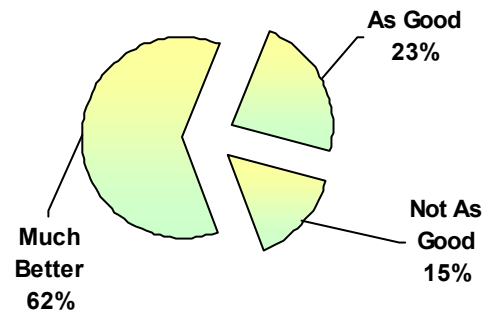
### Highlights

- 85% of participants rated the sex offender program as much better or as good as other programs.
- Participants reported making the most improvement in their understanding of how their sexual actions were wrong.

Thirteen youth participated in the pre and post testing for the Lakeside sex offender program. Of this group, 85% rated the program as much better or as good as other programs. Participants reported making improvements in a variety of areas, in particular understanding how their sexual actions were wrong.

When asked if their actions harmed others (in order to assess level of denial before and after treatment), four out of six participants admitted inflicting harm at the beginning of the program and three continued to admit harm at the end of the program. One youth did not report inflicting harm at the beginning but did admit harm at the end of the program. The numbers are too small to say anything conclusive.

Client Self-Rating of Sex Offender Program (N=13)



Participants reported making improvements in...	% (N=12)
Self-esteem	67%
Controlling anger	75%
Development in social skills	58%
Awareness of alcohol and drug abuse	67%
Learning compassion for others	67%
Understanding how their sexual actions were wrong	83%

Did Your Actions Harm Others? (n=6)		POST	
		YES	NO
PRE	YES	4	1
	NO	1	0

## Recommendations

### Finding One: Youth of color continue to be overrepresented in placement

- |                        |   |
|------------------------|---|
| <b>Recommendation:</b> | <ul style="list-style-type: none"><li>• Articulate current services and philosophical approach to serving youth of color.</li><li>• Develop measures and assess services.</li><li>• Identify goals and objectives and incorporate into future planning efforts.</li></ul> |
|------------------------|---|

### Finding Two: Girls in placement represent a much lower risk group than boys in treatment.

- |                        |   |
|------------------------|---|
| <b>Recommendation:</b> | <ul style="list-style-type: none"><li>• Investigate reasons why low-risk girls are being placed in a high security facility and the appropriateness of such placements.</li></ul> |
|------------------------|---|

### Finding Three: Negative peer associations, recreational deficits, and parenting/family issues contributed the most to youth risk to re-offend.

- |                        |  |
|------------------------|--|
| <b>Recommendation:</b> | <ul style="list-style-type: none"><li>• Articulate how current services are addressing these need areas.</li><li>• Measure and assess services.</li><li>• Identify goals and objectives and incorporate into future planning efforts.</li><li>• Implement an electronic case management tool that is directly linked to YLS results.</li></ul> |
|------------------------|--|

### Finding Four: Management of bed space continues to be an issue.

- |                        |  |
|------------------------|--|
| <b>Recommendation:</b> | <ul style="list-style-type: none"><li>• Evaluate juvenile placement trends (what is happening and why) and articulate optimal usage of AJC and judge annual results based on this number. Given the nature of serving seven offices and both genders, it is unlikely that 100% occupancy will every be realistic or safe.</li><li>• AJC should continue to conduct bed flow analyses to better understand how the facility is being used on a daily basis.</li></ul> |
|------------------------|--|

### Finding Six: Two-thirds of re-offenders do so in the first three months.

- |                        |   |
|------------------------|---|
| <b>Recommendation:</b> | <ul style="list-style-type: none"><li>• Explore and implement intervention/transition strategies during the first three months after discharge in order to reduce recidivism.</li></ul> |
|------------------------|---|

### Finding Five: The current evaluation process has not been updated per the 2001 treatment report.

- |                        |   |
|------------------------|---|
| <b>Recommendation:</b> | <ul style="list-style-type: none"><li>• Condense pre/post test materials to reduce duplication of efforts and paperwork and to streamline analysis.</li></ul> |
|------------------------|---|